

Approved For Release 2000/06/06 : CIA-RDP78-06096A000100010018-1

UNITED STATES GOVERNMENT

*Memorandum* **CONFIDENTIAL**

TO : Director of Training

DATE: 19 January 1965

FROM : Chief, Intelligence School

SUBJECT: Bi-Weekly Activities Report No. 2  
5 - 18 January 1965

1. On Friday, 8 January, at 1600 Chief IS briefed the DDS and Deputy DDS on the activities of the Intelligence School. A report of the briefing is given in [REDACTED] 12 January Memorandum for the Record (DD/S 65-0105).

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2. On Monday, 11 January, from 0930 to 1045 Chief IS briefed the AID Public Safety Officers course on Strategic Intelligence; from 1130 to 1230 Chief IS briefed the JOT Introduction to Intelligence class on The History of U.S. Intelligence; and from 1330 to 1520 Chief IS briefed the Attache Class at the Defense Intelligence School on "The Nature and Significance of Strategic Intelligence."

3. On Thursday, 14 January, Chief IS was visited by [REDACTED] of the CI Staff who discussed a proposal that apparently arose from a conversation between the DDP, Mr. Helms, and Mr. Bell of AID. The proposal was that senior AID officials be given a series of briefings similar to those given the AID Public Safety Officers Course. [REDACTED] is working on plans for such a program and is coordinating with [REDACTED]. DTR will be informed when and if the plans take shape.

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4. The three Intelligence School representatives who attended the "Effective Listening" program on 8 January agreed that that program is not one that can be useful in any Intelligence School course. They agreed that the program did demonstrate the need for some kind of training in the listening skill, but it did not actually provide any training nor did it identify the kind of training that would be effective. For some months, incidentally, the Intelligence Production Faculty has been exploring the problem of training in the listening skill. Publish material has been studied, and College and University catalogues have been combed. Thus far nothing above the level of mechanical memory training has been found, but the Faculty has developed some ideas and will soon come up with an experimental program directly pertinent to intelligence collection and production.

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NO CHANGE IN CLASS. ☐  
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NEXT REVIEW DATE:  
AUTH: HR 70-2

REVIEWER: \_\_\_\_\_

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Attachment: Reports

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*Office Memorandum* • UNITED STATES GOVERNMENT

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TO : Chief, Intelligence School

DATE: 18 January 1965

FROM : Chief, Orientation Faculty

SUBJECT: Biweekly Activities Report No. 2  
4 - 15 January 19651. JOT Orientation

a. The January 1965 JOT class was launched on 11 January and successfully weathered the first week of orientation. We are now in the process of completing the evaluations, which will be reported in the next biweekly.

W { b. This course was notable in two respects: First, the enthusiasm, industry, and attitude of the student group was outstanding. There were many evidences of this; good morale, excellent questions asked, a great deal of individual and group study generated by the students themselves. As an example, on Thursday night, the staff remained until 5:30 answering questions, and more than 2/3 of the student group stayed later for individual study and review. Second, the guest speakers were almost universally excellent. Col. White gave an excellent talk on both the support structure and the Agency's management philosophy. [REDACTED] came through with the best presentation of our Commo function that I have ever heard. Equally good presentations were given by Paul Chretien, [REDACTED]

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25X1A

c. Course administration ran smoothly, and Room 1A-07 was considerably brightened by the recent painting job. Our thanks go to both [REDACTED] for excellent logistics and visual aids support.

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d. The greatest problem in JOT Orientation is still the time factor. The amount of important material to be covered in this one week is almost overwhelming and we still feel that more time is definitely needed. The students took the pressure in their stride, however, and their continued use of review exercises and review questions undoubtedly helped the learning process.

Intelligence Orientation

a. Some sort of landmark will be reached during our next course, which will be #75 in the present I.O. series. Despite continuing fears of reduced enrollments because of the slow-up in recruiting and other factors, the enrollment as of today is 47 students and it will probably go above the 50 mark, our highest in many months.

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b. The revised edition of Fundamentals of Intelligence will be used for the first time in this course, as will a specially requested 2-hour "package" boildown of The Intelligence Process, Parts II, III, and IV. The IOF is indebted to [REDACTED] for his rapid response to our request for such a package.

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3. [REDACTED] Orientation Course

25X1A

On 4, 5, and 6 January a three-day tutorial course was given for three contract personnel from [REDACTED]/DDP. The course was given by our own faculty with a welcome assist from [REDACTED] from the Operations School who lectured on the DD/P.

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4. JOT Tutorial

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As a result of discussions with [REDACTED] and with [REDACTED] of FE Division, we have agreed to give a shortened version of JOT Orientation in the form of individual briefings to a JOT, who is under deep cover, and who will not be joining the regular class until they go to [REDACTED]. Briefings will be given on 19, 21, and 22 January in a safe house somewhere in the Washington area.

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5. Special Lectures and Briefings

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a. On 12 January 1965 [REDACTED] briefed 27 DDP returnees at the CIA Review in Headquarters, regarding developments which have occurred at the NSC level, within the intelligence community and the Agency itself during the several years' period that most of them were overseas. Two persons expressed an interest in attending the next Intelligence Review.

25X1A

b. On 13 January 1965 [REDACTED] briefed 8 public safety officials of AID at the International Police Academy, regarding the national security structure, the responsibilities of the intelligence community, and the mission and functions of CIA.

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c. [REDACTED] presented the CIA Introduction to 18 EOD's on 11 January at Headquarters.

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W d. On 13 January [REDACTED] lectured on "Soviet Military Potential" -- a classified 2-hour presentation to 18 students attending the Communist Strategy course at the Foreign Service Institute. These individuals ranged in grade up to GS-16 and represented eight different agencies throughout the U.S. government.

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W  
Mr. John Keppel, the newly appointed chairman of this course, expressed his gratitude and pleasant surprise at both the quality and extent of the CIA briefing support of his course (OTR supplied 17 hours of the lecture periods for this 2-week session). Mr. Keppel, during an informal conversation, indicated how much has happened in the community since he was last in the Washington area and how much he and his faculty associates would benefit from orientation briefings such as we give throughout the Intelligence School.

25X1A [REDACTED] indicated that OTR provides such support for various officials of the State Department from time to time and he might reflect his interest for such orientation through his administrative channels.

6. Reactions to "Effective Listening"

25X1A [REDACTED] who attended the short course on "Effective Listening" on 8 January, was rather favorably impressed with the potential for something of this sort in orientation of new employees. Despite its obvious limitations, including the impression that it would be even more useful in more technical-level instructional situations, he believes many new employees would benefit -- prior to taking the IOC or even the JOT Orientation -- if exposed to the idea that "structured listening" is as important as "structured presentation" in lecture- and briefing-type class situations. As an alumnus of the rapid reading course he took upon EOD in 1953, 25X1A [REDACTED] -- on the basis of flexibility acquired in that skill -- recommends that the "effective listening" concept be further considered.

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[REDACTED]

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# Memorandum

TO : Chief/Intelligence School

DATE: 18 January 1965

FROM : Chief/Management Training Faculty

SUBJECT: Biweekly Activities Report No. 2  
4 - 15 January 1965

## MANAGEMENT #87

W { Management #87 concluded on 15 January at [REDACTED] Thirty-four people participated in the course divided as follows: 19 - DD/I; 2 - DD/P; 13 - DD/S. This class was one of the most alert and interested groups that we have had for some time. The size of the class did not hamper the effectiveness of the teaching. The critiques were uniformly enthusiastic.

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We now feel that we have gotten this course to the point where it will not need major change but can be presented in the future pretty much as is.

## EXECUTIVE SEMINAR

25X1A We now have a firm roster of thirty-two participants. We shall now concentrate on the necessary arrangements with [REDACTED] the setting up of the separate teams, and the drawing up of a contract with [REDACTED] The latter may necessitate a trip to New York by one of us.

25X1A

## PILOT PROJECT

25X1A W { The MTF met with [REDACTED] and Messrs. Fuchs and [REDACTED] plus the senior officers of the Office of Finance on 7 January. The Pilot Project was discussed at length, and in a later session MTF agreed with the Office of Finance and with [REDACTED] on three dates for giving Phase I to all the managers in the Office of Finance.

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25X1A W  
It will be necessary to run these Office of Finance courses on weekends. The present plan calls for taking twenty-five on 5 - 8 March, twenty-five on 19 - 22 March, and twenty-five on 2 - 5 April. All of these classes will meet [REDACTED] and [REDACTED] will be present either full-time or part-time.

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[REDACTED]  
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UNITED STATES GOVERNMENT

*Memorandum*

TO : Chief, Intelligence School

DATE: 15 January 1965

FROM : Chief, Clerical Training

SUBJECT: Bi-Weekly Activities Report, No. 2  
4 - 15 January 19651. Number in Clerical Induction Training:28 - 31 December 19644 - 8 January 19657 trainees in classes4 trainees in classes0 of these entered classes  
for the first time1 of these entered classes  
for the first time2. Number in Clerical Orientation Training:28 - 31 December 19644 - 8 January 1965no trainees10 trainees3. Results of Official Agency Testing Administered in  
Clerical Induction to Entrance-On-Duty Employees:28 - 31 December 1964Typewriting  
ShorthandTestedPassed

1

0

0

0

4 - 8 January 1965Typewriting  
ShorthandTestedPassed

27

4

17

3

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GROUP 1  
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declassification

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Bi-Weekly Activities Report, No. 2  
4 - 15 January 1965

4. Results of Official Agency Testing Administered to Applicants:

28 - 31 December 1964

	<u>Tested</u>	<u>Passed</u>
SET	10	
Typewriting	4	0
Shorthand	0	0
Card Punch Operator		
Aptitude Test	0	

4 - 8 January 1965

	<u>Tested</u>	<u>Passed</u>
SET	18	
Typewriting	8	0
Shorthand	1	0
Card Punch Operator		
Aptitude Test	0	

5. Results of Official Agency Testing Administered by Clerical Refresher:

4 - 5 January 1965

	<u>Tested</u>	<u>Passed</u>
Typewriting	2	0
Shorthand	5	1

6. State Department Tour: On 8 January 1965 five members of the Clerical Training Faculty visited the State Department and enjoyed a tour of the Diplomatic Functions rooms, the conference room which is popularly referred to as "the little U.N.," and the auditorium.

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Bi-Weekly Activities Report, No. 2  
4 - 15 January 1965

25X1A

7. [REDACTED] Instruction: On Tuesday and Wednesday,  
25X1A 12 and 13 January, [REDACTED]  
Laboratories demonstrated the use of the [REDACTED] and  
the film strips used in the training of card-punch operators.  
25X1A [REDACTED] from the Office of Computer Services, [REDACTED]  
25X1A and two Clerical Training Faculty members, namely,  
25X1A [REDACTED] attended these training sessions.  
[REDACTED] of the Agency planned the program.

25X1A [REDACTED] asked our Faculty members if we could train  
three contract persons in the operation of the card-punch  
machines. Because it was impossible for our staff to assume  
that duty at this time, arrangements were made for [REDACTED] 25X1A  
to conduct classes for these employees at 1016 16th Street  
from 9:30 until 3:30 daily for two weeks beginning on 18 January  
1965.

8. Survey of Lighting Requirements: On 17 December 1964  
we wrote a memo asking that a study be made of the lighting  
in the offices and classrooms at 1016 16th Street. This  
week an electrician appeared with a light meter and surveyed  
our space on fourth and fifth floors. Then on the following  
day he called to ask whether or not a survey of the entire  
building might be made so that a single work order could be  
submitted for an over-all project. I contacted personnel in  
other parts of the building and they all welcomed such a  
study. We are particularly anxious to have better lighting  
provided in the Clerical Orientation lecture room and in the  
faculty offices on fifth floor.

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19 January 1965

MEMORANDUM FOR: Chief, Intelligence School

SUBJECT: Biweekly Activities Report #2  
4 January - 15 January 1965

BRIEFINGS OF CIA PERSONNEL

25X1A

1. CIA Introduction: On 4 January, I briefed 33 new employees, and on 11 January [REDACTED] conducted this program for 18 persons.

2. JOT Orientation: On 11 January, I briefed the 75 new JOT's in the first day of their course on the intelligence support for National Security and the United States Intelligence Board agencies. I was not entirely satisfied with this briefing even though the JOT's seemed impressed with what I said (I better say amused and interested); however, I had just finished a six-hour briefing for a [REDACTED] and I left some rather important aspects of the briefing out, which should have been covered, such as the NSCID's and DCID's. [REDACTED] later told me that these were covered in the seminar session of the briefing.

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3. CIA Introduction for Commo: On 13 January, I briefed 11 Office of Communications EOD's. The briefing I gave them was similar to the regular EOD briefing given on Monday mornings, although somewhat more informal. I found this to be an eager group and they asked quite a few questions. I am always pleasantly surprised at the quality of our incoming Commo people. Somehow, they seem to compare favorably with the general level of new employees.

BRIEFINGS OF U.S. OFFICIALS

1. On 6 January, I briefed Brigadier General John L. Locke, USAF, who is going to be Chief, Air Section, ARMISH-MAAG, Iran. General Locke has had very little contact with the Agency previous to his meeting with us, and I found him a most interested listener. He asked numerous questions.

BRIEFINGS OF U.S. GOVERNMENT GROUPS

W 1. DIS: On 12 January, I briefed 67 students in the Attaché Class at the Defense Intelligence School. As usual, this was an excellent group to brief, and I believe the briefing was quite successful. I have

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SUBJECT: Biweekly Activities Report #2

W found, over the months, a much warmer welcome among the Attachés than in the earlier part of last year. The questions have become increasingly friendly even though I invite questions which can put me on the spot to make certain that these people are completely satisfied with our openness and frankness. I have actually received relatively few of these from the Attache groups in the last few sessions. In a way I was happy to see, when I asked how many people had read "The Invisible Government," that only one raised his hand.

W 2. Intern Seminar: On 13 January, I briefed the third Management Intern session at the Civil Service building. This was a group of about 55 young people in the Government Management Intern Seminar program. I gave them what is euphemistically called an "unclassified briefing" which means that although I do not go into the depth of classified subjects that I do for ordinary briefings inside the Agency or for fully cleared audiences, I do give them some information about CIA's clandestine activities on off-the-record basis. I think these briefings to the Management Interns are very valuable. These young people have a fairly carefully managed career program, and some of them in the class of 1951, of which I was a part, have now achieved GS-15 and supergrade level assignments. This group can, therefore, expect to achieve rather influential positions in the Civil Service program in the next 10 years, and their positive attitude towards the Agency can, in many cases, be a valuable asset. The audience was most interested and asked numerous intelligent questions. As usual, several came up to ask about careers in the Agency.

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#### BRIEFING OF FOREIGN OFFICIALS

25X1C

many of the organizations that we have in our government but has done this in a rather rigid, inflexible manner. He was particularly impressed with the flexibility and the constant change and the pragmatic philosophy with which we use and handle our government institutions, particularly at the National Security level. He seemed to have the interest of the political scientist in the questions that he asked. I furnished him with a number of unclassified studies of the Security Council system and a copy of the Zlotnick study of the U.S. Intelligence Board and its agencies.

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SUBJECT: Biweekly Activities Report #2

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MISCELLANEOUS

1. On 14 January, I had a talk with [REDACTED] of the CI Staff, during which time I mentioned the fact that the [REDACTED] trainees were, in many cases, receiving the CIA lecture twice--once under the Orientation faculty at the Civil Service building and once at the [REDACTED]. [REDACTED] promised me that he would take care of the situation and that he would personally see to it that they received only one of these lectures in the future.

2. The new year is off to a relatively fast start. I am happy to have aboard with me [REDACTED] who is to handle the Dependents Briefing which has been renamed the Overseas Orientation Program and will henceforth be carried on for both dependents and employees. [REDACTED] will also be helping me with the briefing program and I look forward, with pleasure, to my association with him.

[REDACTED]  
Orientation & Briefing Officer

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UNITED STATES GOVERNMENT

## Memorandum

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CONFIDENTIAL

TO : Chief, Intelligence School

DATE: 18 January 1965

FROM : Chief, Intelligence Production Faculty

SUBJECT: Bi-Weekly Activities Report No. 2  
4 January 1965 - 15 January 1965

1. Our faculty spent Monday morning in a detailed review of the objectives of our JOT training courses and the implications of these objectives for course content and course emphases. This type of review is conducted every year or so to determine whether our objectives need modifying and whether course content is in full agreement with objectives. One of the elements to which further thought will be given is the time allocation to various offices in the IPC. We also discussed ways of improving our Training Reports on JOTs.

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2. [REDACTED] has been requested to give a presentation on aerial photographic interpretation to the students of the Basic [REDACTED] Course at [REDACTED] on 12 February. For this presentation, [REDACTED] spent a day at NPIC selecting photography over [REDACTED] and North Vietnam to use as examples of the kind of support aerial photography and the photo interpreters can provide for [REDACTED] operations. The photography is being reproduced and made-up into photo interpretation exercises.

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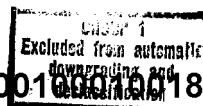
3. [REDACTED] gave the briefing on Photographic Intelligence to the students in the JOT Orientation Class on 13 January.

W

4. Volume V of our text, which deals with Intelligence Information Collection Programs, was received from the printers. This volume is 180 pages, single spaced. On the basis of two articles in the OTR Bulletin we received many requests for this volume. Copies have been sent to these requesters, to those who reviewed parts of the manuscript, and to selected individuals such as division chiefs in research offices. We have received a number of phone calls telling us how valuable this text is. So far, only one negative response was received--by an individual who was not aware that his chief had checked the portion of

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PAGE TWO - BI-WEEKLY ACTIVITIES REPORT NO. 2

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the manuscript dealing with his activity. The NPIC library has ordered copies for all of its reference librarians and researchers, and the chief of one ORR/ERA division ordered copies for all his branch chiefs. One of the individuals in NIPE called to ask if there were a similar volume dealing with all of the intelligence research organizations in the government. He was told that Volume I of the text, which is to be revised, will have such a discussion. A request for Volume V was received from a State Department member of the USIB'S Committee on Document who is working on one of the Task Teams. He was told to submit a formal request, and meanwhile we are working with Chief, TAS, to get clearance to send both Volume III and V to other USIB Agencies when requests are received. [REDACTED] OTR Liaison Officer with Defense Intelligence School, stated that DIS might want to use some of the volumes in its new JOT program which is to begin this summer.

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5. On Wednesday [REDACTED] attended a talk by Walt Rostow, chief of State Department's Policy Planning Council, at a meeting of the American Society for Public Administration. The talk repeated many of the points made in an article in the Department of State News Letter of June 1964.

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6. On Thursday [REDACTED] gave a talk on the Strategic Intelligence Process to the Attache class. The Defense Intelligence School's spacious new quarters in the Naval Station provide classroom, student study room, and student lounge facilities that seem far superior to their facilities at Main Navy.

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7. On 11 January [REDACTED] briefed AID public safety personnel on the strategic intelligence process.

8. IPF was pleased to receive this week a written student testimonial to the usefulness and effectiveness of our Geography of the USSR course from one of the students who had just completed the course. This type of spontaneous response from students is most welcome and encouraging.

[REDACTED]

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